

## Department of Elementary & Secondary Education (DESE)

# Customized Training Accountability Tool

## *Guide and Examples*

*Purpose:* The Department of Elementary and Secondary Education (DESE) desires to collect objective data that can be used to improve the system, the processes, and the institutions delivering the services. Data will be reviewed in an effort to develop continuous improvement plans, monitor progress, assure quality of services, and offer support. The accountability tool is only to be used in conjunction with DESE funded projects.

*Participation level for the Accountability Tool:* DESE and LEA staff will jointly select a 20% sampling of DESE approved projects who will participate in the completion and follow-up of this accountability tool. In the event an LEA has 5 or fewer DESE approved project, no less than 1 project will participate.

*Who Administers the Accountability Tool:* LEA completes one survey for each project it administers, which is selected to meet the 20% participation level.

*Accountability Tool Scope:* The following instructions provide detailed information and annotated examples for collecting objective project data and identifying relevant impact measures to monitor project goal achievement. The accountability tool contains three core areas: (1) goals, (2) impact measures and (3) goal achievement. This instruction booklet is provided as a supplement to the accountability tool and should be used when completing the accountability tool.

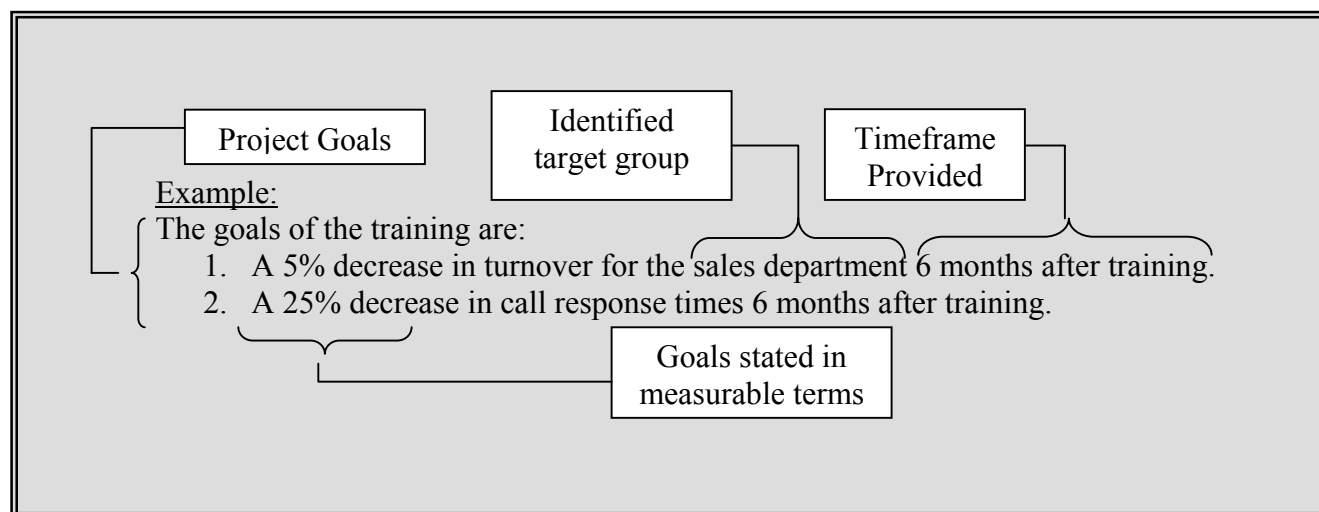
*Tracking:* The Accountability Tool should be filed for the selected 20% of projects, at intervals to track the Project Impact Measure. 1) For “Current”-file with DESE by November 1<sup>st</sup>, 2) For “End of Contract Year”-file with DESE by July 15<sup>th</sup>, 3) For “12 Months After the End of Contract Year”-file with DESE no later than the following July 15<sup>th</sup>.

## SECTION 1: GOALS

In order to accurately measure the impact of a program, it is important to obtain benchmark information regarding the Company, more specifically, the department or division involved in the project. The first step is to identify goals the Company would like to achieve as a result of this project.

Project goals should represent the Company's expectations for the project and should be identified before project implementation. In addition,

- ☑ Goals should be specific to the target group.
- ☑ Goals should be related to the objectives of the program.
- ☑ Goals should be directly and clearly stated.
- ☑ Goals should be presented in measurable terms.
- ☑ Provide a timeframe to complete the goals.



**Note:** The goal statement(s) should be stated on the “Project Goal Statement” page of the project proposal. This information should then be transferred to the accountability tool, for projects selected to meet the 20% required participation level. In addition, the component(s) (e.g., training) used to work toward the goal should be identified.

## SECTION 2: IMPACT MEASURES

Fundamental to the accurate evaluation of DESE funded programs is the collection of data directly related to the goal(s) of the program. These data are referred to as impact measures and are generally broken down into two categories, *hard* and *soft* data. Hard data are more tangible, measurable and, therefore, more desirable. However, there are situations when hard data cannot be collected or are not related to the goal(s) of the program. In these situations, soft data should be used.

### Components of Hard Data:

- ☒ Easy to measure and quantify
- ☒ Relatively easy to assign dollar values
- ☒ Objectively based
- ☒ A common measure of organizational performance
- ☒ Very credible in the eyes of management

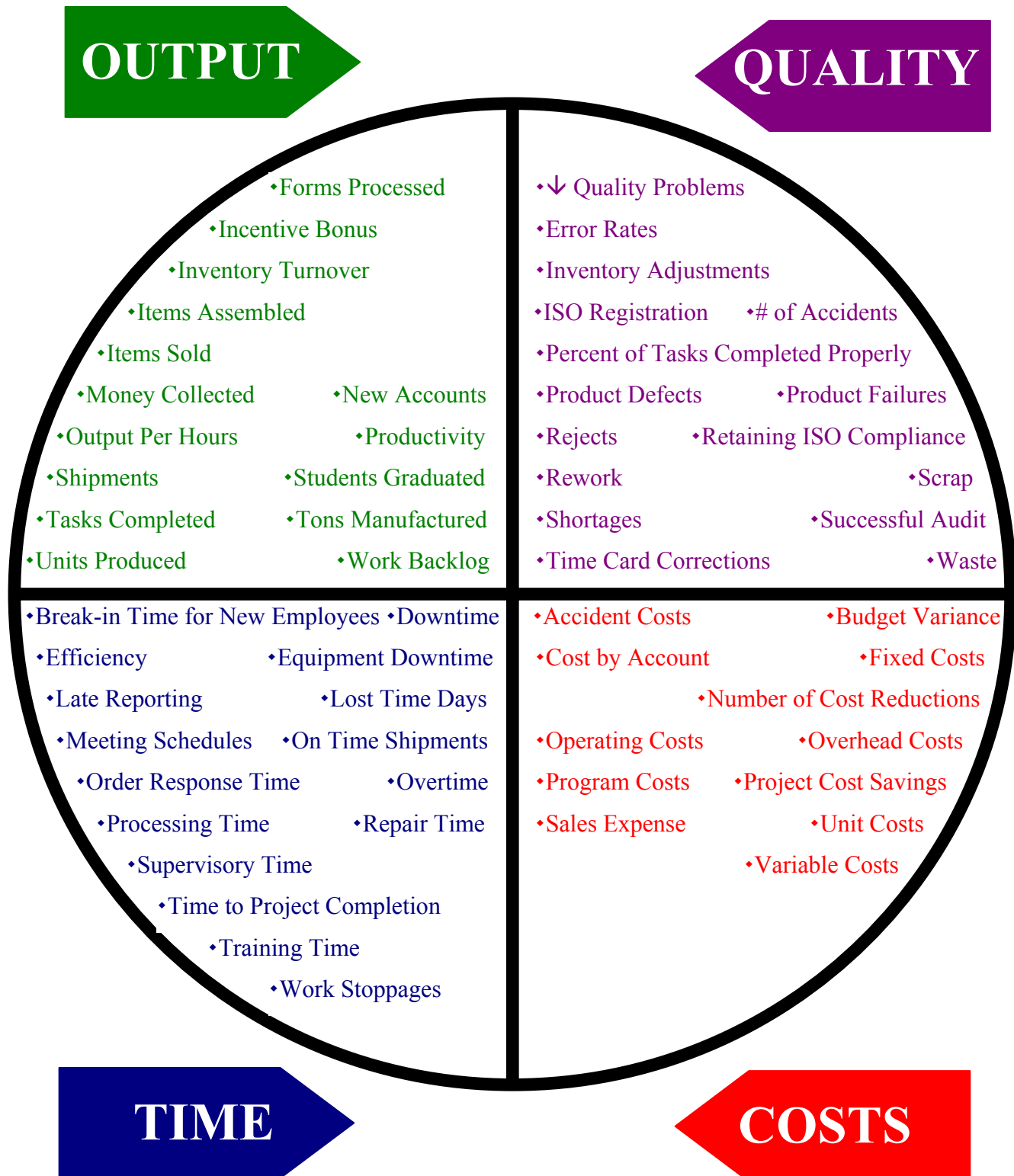
### Components of Soft Data:

- ☒ Difficult to measure or quantify directly
- ☒ Difficult to assign dollar values
- ☒ Subjectively based in many cases
- ☒ Less credible as a performance measurement
- ☒ Usually behaviorally oriented

Some example impact measures have been provided on pages 4 and 5. These represent only a small sample of possible impact measures.

**Note:** The impact measure should be identified and recorded on the accountability tool before project implementation or at the same time the goal(s) is recorded.

## Examples of Hard Data Impact Measures



## Examples of Soft Data Impact Measures

<b>WORK HABITS</b> <ul style="list-style-type: none"><li>• Absenteeism</li><li>• Excessive Breaks</li><li>• Follow-Up</li><li>• Number of Communication Breakdowns</li><li>• Tardiness</li></ul>	<b>NEW SKILLS</b> <ul style="list-style-type: none"><li>• Conflicts Avoided</li><li>• Counseling Problems Solved</li><li>• Decisions Made</li><li>• Frequency of Use of New Skills</li><li>• Intention of Use of New Skills</li><li>• Interviewing Skills</li><li>• Listening Skills</li><li>• Problems Solved</li><li>• Reading Speed</li></ul>
<b>WORK CLIMATE</b> <ul style="list-style-type: none"><li>• Customer Complaints</li><li>• Employee Turnover</li><li>• Employee Complaints</li><li>• Job Satisfaction</li></ul>	<b>DEVELOPMENT/ADVANCEMENT</b> <ul style="list-style-type: none"><li>• Increases in Job Effectiveness</li><li>• Number of Pay Increases</li><li>• Number of Promotions</li><li>• Number of Training Programs Attended</li><li>• Performance Appraisal Ratings</li><li>• Requests for Transfer</li></ul>
<b>FEELINGS/ATTITUDES</b> <ul style="list-style-type: none"><li>• Attitude Changes</li><li>• Employee Loyalty</li><li>• Favorable Reactions</li><li>• Increased Confidence</li><li>• Perceived Changes in Performance</li><li>• Perception of Job Responsibilities</li></ul>	<b>INITIATIVE</b> <ul style="list-style-type: none"><li>• Implementation of New Ideas</li><li>• Number of Suggestions Implemented</li><li>• Number of Suggestions Submitted</li><li>• Successful Completion of Projects</li><li>• Setting Goals and Objectives</li><li>• Work Accomplishment</li></ul>

## EXAMPLE 1

### Section 1: Goal Statement

***A 25% decrease in equipment downtime in the production***

***department 12 months after the end of contract year.***

Component(s) that work toward goal: ***#1-Advanced PLCs, #2-Pneumatics, & #3-Quick Changeover***

### Section 2: Project Impact Measure

***Equipment Downtime***

Current (Pre-Project Implementation)	End of Contract Year	12 Months After the End of Contract Year
<b><i>32% downtime</i></b>	<b><i>32%</i></b>	<b><i>5%</i></b>

**Note:** The first box should be completed prior to project implementation; the second box should be completed at the end of the contract year; the third box should be completed 12 months after the end of contract year.

### Section 3: Goal Achievement

A direct measure of program success is the attainment of the Company goals identified at the beginning of the program. Goal attainment is measured at two intervals, the end of the contract year and 12 months after the end of the contract year.

**Percentage of goal achievement:**

	0-25%	26-50%	51-75%	76-100%
End of Contract Year	<b><i>1</i></b>	2	3	4
12 months After the End of Contract Year	1	2	3	<b><i>4</i></b>

Additional Comments: ***In addition to a decrease in downtime, operating costs have decreased.***

## EXAMPLE 2

### Section 1: Goal Statement

*A 25% decrease in equipment downtime in the production*

*department 12 months after the end of contract year.*

Component(s) that work toward goal: **#1-Advanced PLCs, #2-Pneumatics, & #3-Quick Changeover**

### Section 2: Project Impact Measure

***Equipment Downtime***

Current (Pre-Project Implementation)	End of Contract Year	12 Months After the End of Contract Year
<b><i>32% downtime</i></b>	<b><i>32%</i></b>	<b><i>35%</i></b>

### Section 3: Goal Achievement

Percentage of goal achievement:

	0-25%	26-50%	51-75%	76-100%
End of Contract Year	1	2	3	4
12 months After the End of Contract Year	1	2	3	4

Additional Comments: ***The downtime in the production department***

***increased due to new equipment installation.***